



**LOWELL SCHOOL COMMITTEE**  
**Henry J. Mroz Administration Office**  
**155 Merrimack Street**  
**Lowell, Massachusetts 01852**

**John J. Leahy**  
**Mayor and Chairperson**

**Andre P. Descoteaux**  
**Vice-Chairperson**

**Hilary Clark**  
**Michael Dillon Jr.**  
**Dominik Lay**  
**Connie A. Martin**

**School Improvement & Performance**  
**Management Subcommittee Meeting**

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**Wednesday, October 20, 2021**  
**City Hall – Council Chamber**  
**5:30 p.m.**

Subcommittee Members Present:	Chairperson Ms. Martin, Mr. Descoteaux and Mr. Dillon
School Committee Members Present:	Ms. Doherty
School Department Personnel Present:	Mr. Skinner, Chief Schools Officer

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Chairperson Martin called the meeting to order at 5:30 p.m. The following agenda item was discussed:

**1. 2021-2022 Key Performance Indicators**

Ms. Martin asked Mr. Skinner to address the Subcommittee. Mr. Skinner informed the Committee that at the beginning of the 2020-21 school year, Lowell Public Schools (LPS) began tracking Key Performance Indicators (KPI) aligned with the district's strategic plan and goals identified during that school year. KPIs identified fell within four (4) main categories:

- Academic and Student Achievement
- Safe and Welcoming Environment
- Operational Efficiency, and Family
- Community Engagement

He stated that this school year, and for each year moving forward, the Office of Performance Management will recommend KPIs to be tracked within that school year, using baselines from

KPIs that were tracked in the previous year as well as with the district's goals. The recommended KPIs were also submitted to the Cabinet for review and the Cabinet has made edits that they deemed necessary. He stated that now that the KPIs are approved, a reporting timeline has been established and shared out. He stated he welcomes input around academic and student achievement from the Subcommittee. The report provided to the Subcommittee also shared data that showed information around the KPIs being measured this year. It also showed whether the indicator was measured last school year and specifies when the School Committee can expect to have that metric reported out on as well as provides the baseline on the metrics that the district reported out on last school year.

Mr. Dillon asked about student achievement. He stated that we don't seem to show indicators for our brightest students and that it's mostly centered around struggling students. He also requested information on discipline and what options Principals have.

Mr. Skinner stated he can provide information around students enrolled in our advanced placement classes and if they're achieving four (4) or fives (5). He stated that schools have different measures around discipline and suspension.

Mr. Descoteaux stated and that he found the information he received a little misleading and that he believes some of the answers can be retrieved (i.e. teacher's attendance, dropouts).

Mr. Skinner stated that it may have been because they weren't used as KPI's previously.

Ms. Doherty agrees with Mr. Dillon around tracking student achievement. She asked about including past numbers for comparison reasons, because she believes that the district has been tracking that and she would like it to go back several years (perhaps to 2017). She also stated that the district needs to follow chronic absences and that receiving information on average daily attendance isn't helpful. She stated she also wants to know the reason why our suspensions are going down, seeing that our present data is showing that. She also stated she believes we have a big issue around operational efficiency (i.e. Family Resource Center).

Mr. Skinner stated that he will speak to the data office about some of the questions, but it's not clear how the Family Resource Center processes can be measured.

Ms. Martin stated that all of the areas in question aren't necessarily KPI's. She stated that advance placement courses should be contained in a high school report. She also stated that tracking the number of meetings isn't as helpful as the quality of those meetings being reported out on.

Mr. Skinner stated that we may need to receive information from other avenues. He stated that he's not sure how to measure the quality of a meeting and that he agrees that not everything falls under KPI's.

Mr. Descoteaux stated that advance placement information can be found in the accreditation report.

Ms. Doherty asked for information around students taking dual enrollment classes and requested that the Freshman Academy be separated from the other grades so the true dual enrollments numbers are received.

**Mr. Dillon made a motion to adjourn at 6:06 p.m.; seconded by Mr. Descoteaux. 3 yeas  
APPROVED**

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Liam Skinner', written over a horizontal line.

Mr. Liam Skinner, Chief Schools Officer  
for Dr. Joel Boyd, Superintendent and  
Secretary, Lowell School Committee

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